The Center for Physician Resilience

Physician Leadership Coaching

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Overview

The Center for Physician Resilience provides a wide range of leadership coaching services to physicians and medical teams. These include individualized leadership coaching, facilitation of team-building retreats, and coaching physician coaches in the Sotiles’ unique approach to fostering physician development.

Our individualized coaching process combines intensive, in-person sessions and video- or teleconferencing to provide ongoing coaching and leadership development. This process is tailored to meet the needs of individual physician leaders. However, the typical coaching experience incorporates the following combination of interventions:

- Telephone interviews with three to five colleagues familiar with the physician are conducted.

- A formal 360 evaluation of the physician by up to nine colleagues, staff, and administrators is completed. This process provides comparison of the physician’s self-ratings to those of peers, supervisors, and other team members on 12 aspects of his/her workplace behaviors.

- As preparation for our introductory meeting, the physician is asked to respond to several validated instruments that assess psychological style and interpersonal orientation.

- An intensive one-day (approximately 6 hours of contact) introductory assessment/intervention session with the physician is conducted either on-site in the physician’s locale or at our offices in Davidson, North Carolina (approximately 25 miles north of Charlotte).

- Following this intensive launching of the coaching process, the physician is followed via tele-conferencing or web-based video-conferencing sessions conducted approximately every three weeks, typically for a nine-to-twelve month period of time.

Intended Outcomes

Caching goals that target the physician’s leadership developmental needs shape this process. Our coaching typically integrates a wealth of information from self- and objective assessments of the physician’s psychological style, interpersonal skills, conflict management style, and general and specific characteristics related to both resilience and emotional intelligence. Our coaching process is replete with objective feedback, homework regarding evidence-based approaches to honing both leadership skills and personal management, and psycho-education regarding leadership and personal development.

Specific coaching modules can be selected by the physician, including but not limited to the following leadership challenges:

- Dealing with disruptive colleagues
- Managing leadership burnout
- Deepening emotional intelligence
- Fostering a culture of resilience
- Assessing and deepening teamwork
- Shaping effective governance
- Exploring appropriate and inappropriate boundary operations as they relate to management of workplace relationships
- Training in a menu of cognitive/behavioral coping tactics for managing anger and workplace communication
- Specify physician leadership behaviors that non-physicians most and least appreciate
- Strategies and tactics for coaching other physicians
Results

- Following this intensive session, a report of impressions and coaching plan is delivered to designated authorities (typically the leadership of the medical practice, medical staff and/or hospital administration). If the physician is found to be in need of ongoing mental health intervention, we will coordinate referral to a licensed mental health professional in proximity to the physician’s place of practice.

- If appropriate to the physician’s needs and level of functioning, follow-up coaching sessions will be delivered via teleconferencing at four-to-six week intervals. Typically, this coaching process unfolds over the course of a 9-to-12 month period.

- Either as-needed or on a quarterly basis throughout this engagement, input will be solicited from designated colleagues and/or authorities familiar with the targeted physician’s workplace functioning, and designated governance contacts (medical practice, medical staff and/or hospital leaders) will receive updates regarding the physician’s responses to the coaching process.